Exploring the Relationship between Motivation and Job Satisfaction of Librarians in Public Universities in Nigeria

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ABSTRACT:

Motivation of employees plays a crucial role in achieving the job satisfaction and enhancing the general productivity of workers in any organization. The general opinion was that job satisfaction and productivity of librarians in public university libraries in Nigeria were low and a cause for concern. This study investigated employee motivation, emotional intelligence and human capital development as correlates of job satisfaction and productivity of librarians in Nigerian public universities. A correlational survey research design was adopted. The study population consisted of 1,254 librarians in public university libraries in Nigeria, from which 923 were selected using simple random sampling. The research instrument used was a self-developed questionnaire. The questionnaire validation was subjected to the scrutiny of other experts in the areas of the variables studied; it gave a reliability coefficient of 0.77 for Motivation; and 0.78 for Job Satisfaction. A response rate of 67.2% was achieved. Data were analysed using descriptive (percentage, mean, average mean and standard deviation) and inferential (Pearson Product Moment Correlation) statistics. The study revealed a significant relationship between employee motivation and job satisfaction ($r = 0.030$, $P < 0.05$) of librarians in public university libraries in Nigeria. The study concluded that contrary to general belief, job satisfaction and motivation levels of librarians in university libraries were high. It is recommended that university library management should continue to promote values such as improved employee recognition, good leadership style and improved human capital development programmes that would increase job satisfaction and productivity of its workforce.

INTRODUCTION

Background of the Study

Motivation of employees plays a crucial role in determining the general satisfaction of workers in any organization. According to [1], Job refers to occupational act that is carried out by an individual or group of individuals in return for a reward, while satisfaction refers to the way one feels about events, rewards, people, relation and amount of mental gladness on the job. Job could also be defined as work for which one receives regular payment or appreciation. Hence, job satisfaction can be defined as an emotional response to a job situation which cannot be seen, but only be inferred. It is simply regarded as how people feel about their job and different aspects of it. It means a positive attitude that an individual has from what he does to earn a living. Similarly, [2] see job satisfaction as the rate at which "employees like or dislike their work and the extent to which their expectations concerning work have been fulfilled" [p.54]. Job satisfaction is generally acknowledged as a necessary ingredient for personal fulfilment in carrying out one's duties. Job satisfaction could be classified into two: intrinsic and extrinsic. Intrinsic job satisfaction is an internal desire of an employee to perform a particular task. It

is an inbuilt factor within an employee that enables him or her to perform a given task in the organization. People perform certain activities because they give them pleasure. Intrinsic job satisfaction is related to intrinsic motivation. This refers to engaging in an activity for itself and for the pleasure and satisfaction derived from its participation [3]. The authors noted that extrinsic job satisfaction factors are those external benefits or facilities provided to the employees by the organization to carry out a given task. Extrinsic factors are external to the individual and unrelated to the task they are performing but could enhance their job performance, examples include money, good grades during employee assessment, and other rewards offered by the organization. When externally motivated, individuals do not engage in the activity out of pleasure but rather do so to derive some kind of rewards that are offered by the organization for performing a given task. Therefore, to make employees satisfied and be more committed to their tasks in the organization, there is need for strong and effective job satisfaction indicators such as employee recognition, career advancement opportunity, a conducive working environment, job security, promotion opportunities, job enrichment,

reasonable salaries and wages among others. Here, job satisfaction is linked to employer meeting the basic needs of employees in an organization.

Researchers [4-5, among others] across disciplines have written countless articles concerning the job satisfaction of their various areas of specialization. Few of their findings indicate that managers have higher levels of job satisfaction than their lower level counterparts; pay for performance is an important antecedent for job satisfaction; job satisfaction dimensions (pay, promotion, work itself, supervision and co-workers) have a significant positive effect on employee job performance in the organization; and that workers' well-being is greatly influenced by the considered individual and organizational factors. It can be deduced from these findings that effective job satisfaction enhances productivity of employees in the studied organizations. Authors have borrowed from psychology, business administration, human resources management and the wide umbrella of organizational science to define, measure and interpret the significance of job satisfaction in their various subject areas, while a significant body of literature had been created concerning job satisfaction in the field of librarianship there are few literature that relate to the librarians' job satisfaction. Librarians seem somewhat reluctant than professionals in other fields to turn the searchlight upon themselves and study what makes them satisfied in their work. The majority of the literature in library science has focused on library users; how library resources could be relevant in meeting the information needs of library users and the best way through which librarians can make these materials available to them. What is sometimes forgotten is that information providers are not machines; the day has not come that computers would take the place of human beings in providing all information services to library patrons. Therefore, job satisfaction is important to librarianship as it is to other professions [6]. Librarians like other faculty members in the university, should be made to enjoy job satisfaction factors that would enable them to be more productive in the university library. As such, librarians and other information professionals of all types should remember that the organizational psychology that affects all other fields also applies to them. It is imperative to note that those factors that affect the library user as an individual can also affect his or her job performance as a service provider. Thus in this study, job satisfaction is conceptualized to mean the level of positive attitude that a librarian displays when performing his/her duties in the university library and the rate at which his/her basic needs are met by the employers. It is interesting to

note that if librarians are well catered for by the university authorities in the area of giving them due recognition for a job well done, put in place a good leadership style for the administration of the university library coupled with a career development opportunity for librarians to enhance development of their managerial skills, and conducive work environment as well as improved remunerations (good salaries and wages); their level of productivity will be greatly improved from what is presently existing in most Nigerian public universities.

Unfortunately, it is observed that the level of job satisfaction among librarians in most public university libraries in Nigeria is probably very low compared to what is obtainable among other faculty members of the same educational sector. Therefore, job satisfaction as noted by [7], enhances productivity of workers in any organization especially in the academic libraries as a fairly motivated worker is a happy and productive worker. Motivation, according to [8] can be defined as "those factors that energize, direct, and sustain human behaviour towards a particular course of action. It indicates the intention of achieving a goal, leading to goal-directed behaviour" [p. 56]. Motivation is simply regarded as those factors which drive people in putting real effort and energy into what they do. Also, it is an essential factor that affects the job satisfaction and productivity of employees in any organization. The researcher in this study conceptualizes employee motivation as those factors which energize, direct, and sustain human behaviour. It is the drive and stimulation which enables individuals to perform their work in an organization. It indicates the intention of achieving a goal, leading to goal-directed behaviour. Like job satisfaction aforementioned in this study, motivation could be classified into two: intrinsic and extrinsic. Intrinsic motivation consists those in-built factors of an individual worker that energize him or her to carry out a given task in the organization. These include: positive recognition, personal skills and experience, higher degrees acquired to enhance effective service delivery, among others. On the other hand, extrinsic motivation entails those factors or facilities provided by the employer that enable workers in the organization to exert their energy in performing a given task. These include: job security, training and career development, job status, job enrichment, reasonable salaries and wages, conducive work environment, fair employee treatment, good leadership styles, good working condition, among others. Thus, motivation enhances workers' satisfaction and service delivery at the library. It is therefore imperative for library management to meet the demands of their personnel

to strengthen their motivation, satisfaction, and commitment to minimize turnover. However, literature further shows that some employees are not adequately motivated while performing their jobs. Employees occupy a strategic role and position in the organization as they are responsible for converting inputs to productive outputs [8]. Since they are the key to the productive outputs, they ought to be effectively and adequately compensated for their labour. In any organization, the work of management is to motivate its workforce to be productive so as to achieve superior performance, and gain a competitive edge over its competitors in the same industry. This belief is often reflected in the workers' emotions as they often agitate for more attention from the management to their plight. These workers' emotions have to be adequately managed in order to achieve the goals and objectives of the organization. In Nigeria, there are eighty one (81) public universities [9]. The list comprises of forty one (41) Federal universities and forty (40) State owned universities. About six (6) of them are described as first generation universities (1948 – 1962); ten (10) are described as second generation universities (1970 – 1975); nine (9) are described as third generation universities (1979 – 1985); nineteen (19) are regarded as fourth generation universities (1988 – 1992); twenty two (22) are described as fifth generation universities (1999 – 2007) which are mainly State owned universities; and the remaining fifteen (15) were established during the civilian administration of President Goodluck Jonathan; they are described as the sixth generation universities (2011 – 2015). Moreover, these universities are spread amongst the six geopolitical zones in Nigeria. In the South-West zone there are eight (8) Federal universities and 10 State universities; in the South-South zone there are seven (7) Federal universities and 7 State universities; in the South-East zone there are 6 Federal universities and five (5) State universities; in the North-Central zone there are 8 Federal universities and 6 State universities; North-East zone has 6 Federal universities and 5 State universities; while North-West zone has eleven (11) Federal universities and 7 State universities respectively. Each of these public universities have a library manned by a University Librarian working together with other professional librarians to provide relevant educational resources to support the curricula of the university programmes. Therefore, it can be gathered from the foregoing that job satisfaction of workers in any organization determines the growth and development of such organization. Management should ensure that her workforce is well catered for when carrying out the assigned duties in the organization. It could be noted that employees that enjoy job satisfaction will display high degree of

commitment to their tasks in the organization; there is need for strong and effective job satisfaction indicators such as employee recognition, career advancement opportunity, conducive working environment, reasonable salaries and wages among others. It is therefore expedient for every "manager to take initiative in finding out those factors that improve job satisfaction of the subordinates" [10, p. 1638] in order to boost productivity and enhances retention of the experienced workforce in the organization.

Thus, employee motivation is an essential factor in every organization especially the public university library. It enables librarians to exert their real efforts in achieving the stated goals and objectives of the university. Management should be concerned with how to motivate her workforce; this could be done by introducing some motivating factors that would encourage every librarian to be productive and gain a competitive edge over its competitors in the same industry. This belief is often reflected in the workers' emotions as they often agitate for more attention from the management to their plight. These workers' emotions have to be adequately managed in order to achieve the goals and objective of the organization.

Statement of the problem

Research has shown that the level of job satisfaction and motivation of library personnel is low [7] although their research productivity is relatively high [11]. While many of these studies have been directed towards library use, library collections and library services, few if any have been carried out from the perspective of personal welfare of employees. In other words, studies have not been directed at investigating the relationships between welfare and personal issues such as employee motivation and job satisfaction. The aim of this research is to find out the relationship between these variables; specifically, the extent to which motivation influence the job satisfaction of librarians in university libraries in Nigeria.

Objective of the study

The general objective of this research work is to investigate how employee motivation influence the job satisfaction of librarians in Nigerian public university libraries. The specific objectives are to:

1. determine the degree of job satisfaction of librarians in public university libraries in Nigeria;
2. ascertain the level of motivation of librarians in public university libraries in Nigeria;

3. assess the relationship between motivation and job satisfaction of librarians in public university libraries in Nigeria; and

Research questions

The following are the list of research questions slated for this research work:

1. What is the degree of job satisfaction of librarians in public university libraries in Nigeria?
2. What is the level of productivity of librarians in public university libraries in Nigeria?
3. What is the level of motivation of librarians in public university libraries in Nigeria?
4. What challenges face librarians' job satisfaction and motivation in public university libraries in Nigeria?

Hypothesis

The null hypothesis was tested at 0.05 level of significance:

Ho :   There is no significant relationship between employee motivation and job satisfaction of librarians in public university libraries in Nigeria.

Significance of the study

This study will be of benefit to: Librarians, University management, Government, University libraries, Faculty members, and University students.

1. Librarians. It will afford librarians the benefit of knowing those factors that would enhance their job satisfaction and productivity in the university libraries.
2. University management. The study will provide detailed information on those employees' motivation and job satisfaction factors that would boost the productivity of librarians in the university community. Also, it will enable the university authorities to effectively meet the basic needs of her workforce especially librarians and thereby help in retaining the experienced workforce in university libraries.
3. Government. The findings of the study will encourage both federal and state governments to increase the budgets and subventions of university education; this will positively affect the university libraries as more funds would be made available to acquire more educational resources.
4. University libraries. It will enable university libraries to effectively meet the information needs of her users as more relevant and current educational resources

4. find out the challenging issues in job satisfaction and motivation of librarians in public university libraries in Nigeria.

will be added to the library collections. Also, the findings of this study will shed some light on motivation and job satisfaction factors that will enhance the productivity of librarians in the university libraries.

5. Faculty members. As more current and relevant resources are added to the library stocks, this would effectively enrich faculty teaching and research activities in the university community. Also, it would enhance their publication efforts and lead to growth and development of the university as more academic programmes will be accredited by the Nigerian University Commission (NUC).
6. University students. As more current and relevant resources are added to the library collections, this would enhance learning and academic success of diligent students in the university community and help in lauding the image of the university among her peers.

Scope of the study

The study is limited to librarians in the public (that is, federal and state) universities in Nigeria. This means that private universities and other third level institutions were excluded. Respondents were librarians in the federal and state universities that are spread across the six geopolitical regions in Nigeria. Para-professional staffers as well as other personnel of the libraries were thus excluded because the researcher believed that librarians are the custodians of information resources that are kept in the university library; they are the policy makers as well as managers of other library personnel.

REVIEW OF LITERATURE

This portion is devoted to the review of literatures related to this study. The review is done under the following sub-headings:

CONCEPTUAL DISCOURSE

The conceptual discourse for the study deals with all variables that constitute the study. In this study, dependent variable include job satisfaction, this forms the crux of the study; while the independent variable consists of employee motivation. They were discussed in the systematic order so as to give conceptual understanding of the study.

Job Satisfaction

The concept of Job Satisfactions has been widely discussed by many researchers. Job Satisfaction as a formal area of research did not exist until the mid-1930s, although it has become a much researched area of inquiry over the last thirty years [12]. Many authors in their research work on this concept [13] who estimated that as at 1972 about 3,350 articles or dissertations had been written on this topic; but [14] suggested that more than 5,000 studies of job satisfaction had been published. Presently, it is assumed that the number of work done on the topic might have increased to over 15,500 articles or dissertations, considering the high level of interest researchers have in the subject. The growing interest in this construct in academia since the beginning of the 1990s is mainly due to the few studies on job satisfaction as relates to the productivity of librarians in the university library. Hence, the emphasis of this study is to bridge this gap and consider how job satisfaction enhances the productivity of librarians in the university library.

The concept of job satisfaction has been viewed differently by different scholars. In the view of [2], job satisfaction can be defined as the rate at which "employees like or dislike their work and the extent to which their expectations concerning work have been fulfilled" [p. 54]. This reflects the extent to which an individual likes his or her job [16-17]. Job satisfaction is generally acknowledged as a necessary ingredient for personal fulfilment in carrying out one's duties. Similarly, job satisfaction can be referred to as an emotional response to a job situation which cannot be seen, but only be inferred. It is simply regarded as how people feel about their job and different aspects of it. It means a positive attitude that an individual has from what he does to earn a living [1]. Besides, [18] referred to job satisfaction as the attitude one has towards his or her job. In this study, job satisfaction refers to the general feelings of workers about their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. It is conceptualized to mean the level of positive attitude that an employee displays when performing his/her duties in the organization and the rate at which his/her basic needs are met. Still on worker's attitude towards his or her work, [19], referred to Job satisfaction "as an employee's attitude towards his or her work, organizational rewards and the social, organizational and physical environment in which work is performed" [p. 252]. Here, the authors linked job satisfaction to the organizational rewards which are otherwise regarded as extrinsic job satisfaction factors. Each organization is expected by its workforce to put in place a number of job satisfaction factors that spur workers to have positive attitude towards the performance of their assigned duties in the organization. These extrinsic factors are not necessarily to be only monetary rewards but they should also include non-monetary benefits; they should be able to stir up each employee to have the right attitude that would increase his or her productivity in the organization. The authors further stressed that "attitudes abound in organizations and people have different attitudes towards their jobs, the institute they work for, their supervisor, their co-workers, the amount of money they earn, and the way they are treated by management. These attitudes affect their behaviour" in the organization.

An employee could have a positive or negative attitude towards his or her job or express like or dislike towards his or her job based on outcome of the evaluation from the experiences associated with a particular job [17]. In the same vein, [19] opined that

> it is possible for a person to have positive attitude towards his or her pay, negative ones towards the duties that must be performed and to feel neutral towards co-workers and employee's benefits. Generally, individuals who are satisfied with one aspect of their job report that they are satisfied with other aspects as well. Thus, most individual's feelings about their job are dominated by general or global feeling of satisfaction or dis-satisfaction. Job satisfaction is one of the most crucial but controversial issues in behavioural management in an organization (p. 252).

In the workplace especially in the library, workers display different types of attitudes in relation to their moods, some workers display positive attitudes when they are happy and negative attitudes when they are sad. This could have adverse effect on the productivity of librarians within the university library system. Supporting this view, [20]; [21] regarded job satisfaction as an affective response of the workers to their job. Affective Job Satisfaction states the individual's immediate feeling towards job-related factors. It is the extent of pleasurable emotional feeling an individual has about the job he is expected to carry out. Here, the positive emotional feeling may include "feeling good about the individual job being delegated, and the particular felling is experienced from their appraised work performance, recognized professions, and even completion of work task" [21, p. 95].

Motivation

It can be generally observed that in this highly competitive work environment, many organizations especially academic (university) libraries want to be successful in meeting the needs of their clients. Therefore, companies irrespective of size and market strive to retain the best employees, acknowledging their important roles and influence on organizational growth and development. In order to overcome manpower challenges in such organization, employers especially the university authority should create a strong and positive relationship with its employees and provide extrinsic motivational factors that would enable employees to perform optimally for the effectiveness of the organization. "Human resources (employees) today have a strategic role to play for the productivity increase and effectiveness of any organization and this makes it superior in the industrial competition" [22, p. 95]. Several literatures have shown that employee motivation is an important factor in libraries, as in any other organization. Several scholars and researchers had defined motivation using different concepts. According to [23], motivation is the word derived from the word 'motive' which means needs, desires, wants or drives within the persons. It is the process of inspiring people to actions to achieve the goals. In the work goal background, the psychological factors motivating the people's behaviour can be: Job Satisfaction, Achievement, Work environment, Need for Money and Respect. They posit that one of the most important functions of management is to create enthusiasm amongst the employees to execute in the best of their abilities. Therefore the role of a leader is to arouse interest in presentation of employees in their jobs. The process of motivation consists of three stages: first, a felt need; second, an incentive in which needs have to be aroused and third when needs are satisfied, the satisfaction or achievement of goals. It can be noted here that motivation is an emotional fact that means needs and wants of an employee are tackled by framing an incentive plan. Also, [24] outlined some definitions of motivation to include: "the psychological process" [p. 2] that gives behaviour purpose and direction [25], a predisposition to behave in a purposive manner to achieve specific unmet needs [26], an internal drive to satisfy an unsatisfied need [27]; and the will to achieve [28]. All those inner-striving conditions described as wishes, desires, drives [29], the way urges, aspirations, drives and needs of human beings direct or control or explain their behaviour [30], some driving force within an individual by which they attempt to achieve some goal in order to fulfil some needs or expectations

[31]. Similarly, [8] defined motivation as that factor which energizes, directs, and sustains human behaviour. It indicates the intention of achieving a goal, leading to goal-directed behaviour. It is important to reach futuristic organizational goals. In human resource management, the term motivation refers to a person's desire to do the best possible job or to exert the maximum effort to perform assigned tasks. Motivation is the act of stimulating someone or oneself to get a desired course of action, to push the right buttons to get desired reactions. In the same vein, [32] referred to motivation as what causes us to act positively in achieving the organizational or personal goals. Motivation is necessary for work performance because if people do not feel inclined (motivated) to engage themselves in work behaviour, they will not put in necessary efforts to perform well. Seven common characteristics can be identified from the aforementioned concepts of motivation. These include: motivation is an individual phenomenon, motivation is intentional, motivation is desired by everyone, motivation energizes human action to achieve an organizational goal, motivation sustains human behaviour, motivation is multifaceted and motivation theories predict human behaviour. However, there are three major components to motivation: activation, persistence and intensity. Activation involves the decision to initiate behaviour, such as enrolling in a library school. Persistence is the continued effort toward a goal even though obstacles may exist, such as taking more librarianship courses in order to earn a degree although it requires a significant investment of time, energy and resources. Finally, intensity can be seen in the concentration and vigour that goes into pursuing a goal. For example, one student might succeed without much effort, while another student will study regularly, participate in class discussions and take advantage of research opportunities outside of class [32]. According to [18], motivation can be classified into intrinsic or extrinsic. Intrinsic motivation stems from motivations that are inherent in the job itself and which the individual enjoys as a result of successfully completing the task or attaining his goals. While extrinsic motivations are those that are external to the task of the job, such as pay, work condition, fringe benefits, security, promotion, contract of service, the work environment and conditions of work. Such tangible motivations are often determined at the organizational level, and may be largely outside the control of individual managers. Intrinsic motivation on the other hand are those rewards that can be termed "psychological motivations" and examples are opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring

and considerate manner. An intrinsically motivated individual, according to [33] will be committed to his work to the extent to which the job inherently contains tasks that are rewarding to him or her. And an extrinsically motivated person will be committed to the extent that he can gain or receive external rewards for his or her job. He further suggested that for an individual to be motivated in a work situation there must be a need which the individual would have to perceive a possibility of satisfaction through some reward. If the reward is intrinsic to the job, such desire or motivation is intrinsic. But, if the reward is described as external to the job, the motivation is described as extrinsic. Consequently, [7] posited that job motivation of librarians is crucial in achieving effectiveness in the university library. The higher the level of motivation everything being equal the higher the quality of librarian's contribution to the achievement of library goals. Job motivation would exert tremendous influence on the productivity of the librarians. The researchers aver that a highly motivated employee would have a high morale which would translate into positive attitude to work and attendant high productivity. Therefore, to enjoy the services of the librarians (in form of high productivity) it is imperative for the university management to make them happy on their chosen profession. Furthermore, the importance of motivation cannot be overemphasized in any organization especially in the university library. In support of this, [23] opined that motivation is the most important factor influencing organizational efficiency. They further submit that all facilities in the organization will amount to waste in lack of motivated people to utilize these facilities efficiently. Every superior in the organization must motivate subordinates for the right types of behaviour. The presentation of human beings in the organization is dependent on the capability in the motivation. Motivation is a helpful instrument in the hands of management in exciting the workforce. Motivation increases the willingness of the workers to work, thus increasing effectiveness of the organization. Thus, motivation enhances best utilization of resources; it leads to the reduction in Labour problems in the organization; it results in sizeable increase in production and productivity of the workforce in the organization; it serves as basis of Cooperation among the workforce and it equally promotes the better Image of the organization to the outside world. Regrettably, librarians in some public university libraries in Nigeria are not well motivated. Some university authorities are not providing enough enabling environment for librarians to effectively carry out their duties. It is not uncommon nowadays listening to librarians with a lot of complaints about their condition of service, and some are leaving the job for the other

while some remain on their job as disgruntled (demotivated) staff which has adversely affected their output. Librarians are not being recognized as full academic staff of the university management, thereby denying them of some allowances which are paid to other academic staff in the same system. This has greatly affected their moods and emotions in performing their duties optimally as they are being treated as second class staff among their colleagues in the same university system. This confirms [34] view that majority of librarians in Nigeria were being poorly motivated, while very few of them reported that they were well or moderately motivated. Hence, for librarians to effectively carry out their traditional roles as custodians and disseminators of information, they should be well motivated.

EMPLOYEE JOB SATISFACTION AND MOTIVATION FACTORS

The relationship between job satisfaction and motivation of employees at work has been one of the widely researched areas in the field of management in relation to different professions, but in Nigeria very few studies have explored this concept especially on librarians in the public university libraries. [35] points out that the factors that motivate employees are the same ones that contribute towards their satisfaction in the workplace and subsequently concludes that motivated employees are generally also satisfied with their work. Motivation therefore manifests in job satisfaction (attitudinal) and performance (behavioural) and thus provides the link between employee job satisfaction and employee performance. According to [36] and supported by [37], noted that the current business environment, organizations in all industries are experiencing rapid change, which is accelerating at an enormous speed. This is true in the public university library sectors as most Nigerian public university libraries are now changing from traditional methods of disseminating information to a more globally accepted method; that is digitization of library resources in order to give the library collections a wider accessibility and usage. Also, in a related study conducted by [38], companies must recognize that the human factor is becoming much more important for organizational survival, and that business excellence will only be achieved when employees are excited and motivated by their work. Besides, it can be generally observed that in any human society, some difficult circumstances, such as violence, tragedy, fear, and job insecurity could create severe stress in employees and result in reduced workplace performance. At present, virtually all States in the North Eastern region of Nigeria are experiencing high scale of insecurity as many hapless students and

staff of higher institutions sited in the region are being killed on daily basis. This calls for proper motivation of these valiant staff especially librarians working in such institutions. Similarly, it can also be realized that a motivated and satisfied workforce can be more productive than other workers in the organization. Since employee performance is a joint function of ability and motivation, one of management's primary tasks, therefore, is to motivate employees to perform to the best of their ability [39]. Generally, library is a non-profit and service delivery institution that provides a unique service that should be accessible to everybody within and outside the community where such library is sited. According to [40], the accessibility of library and information services should be one of the fundamental human rights of every citizen in any human society. The author views library as a store house, which stocks all kinds of knowledge and information carriers that are meant to be consulted and used by readers at little or no expense on their part. Similarly, [41] asserted that the major reason for setting up library in any institution of higher learning is for service delivery. They opined that librarians and information scientists are imbued to serve people through the provision of access to quality information resources in either print or electronic formats through which people's standard of living are improved, dreams are actualized, education is sustained, sound decisions are made and executed, freedom of expression is enhanced and information resources are preserved for posterity. University libraries play a significant role in supporting the curricula and research activities of the university sectors worldwide, although faced by external competition among the similar service delivery and information disseminating institutions in Nigeria, the only competitive advantage they can have over their competitors is when the library personnel especially the librarians that provide quality service to their clienteles are well motivated by the university authority, this will enhance their job satisfaction and make them more effective in meeting the information needs of library users. It could be noted here that the outstanding services provided by these employees create a niche in the eye of the library user, which plays an important and significant role in delivering high customer satisfaction. Thus, it's important for management of these institutions of higher learning in Nigeria to ensure that librarians are well motivated in order to effectively discharge their information dissemination roles within and outside the university community. Furthermore, [42] described work motivation as the set of internal and external forces that initiate work-related behaviour, and determine its form, direction, intensity and duration. Equally, he contended that an essential feature of

this definition is that work motivation is an invisible, internal and hypothetical construct, and that researchers, therefore, have to rely on established theories to guide them in the measurement of observable manifestations of work motivation. [43] added that three groups of variables influence work motivation: individual characteristics - such as people's own interests, values and needs; work characteristics - such as task variety and responsibility; and organizational characteristics - such as its policies, procedures and customs. However, [37] regarded work motivation as the creation of work circumstances that influence workers to perform a certain activity or task of their own free will, in order to reach the goals of the organization, and simultaneously satisfy their own needs. Besides, employee motivation and job satisfaction cannot be isolated; they complement each other and respond to different organizational variables like productivity and working conditions [37; 21]. Employee motivation and job satisfaction depend on people's insight and behaviour at the work place which is driven by a set of intrinsic, extrinsic needs and by their view of numerous job-related and organization related attitudes. The relationship has long been ignored by researchers, although a very strong relation exists, that can be supported by previous literature such as [44] who posited that an understanding of the level of motivation and job satisfaction will enable policy makers –government or organizations to make useful policies that can address the problems of staff. He further emphasized that certain motivational factors contribute to the prediction of job satisfaction. Some of these motivational factors will be discussed in this study; hence, this researcher submits that a motivated workforce is a satisfied and good performer at workplace. Therefore, librarians should be well motivated and be catered for as being done to their other colleagues (lecturers) in the same university system. In Nigeria today, there are some organizations that are competing with the services being rendered by the academic libraries and if urgent steps are not taken these organizations may send librarians out of their laudable profession [41]. This calls for urgent need to find out different innovative ways on how to motivate librarians so as to enhance their productivity in the university library. Motivating competent employees is imperative to excellent service delivery in libraries; only satisfied and motivated employees can facilitate the library users in a more excellent way [45]. In the same vein, [46] opined that motivational factors play an important role in increasing employee job satisfaction and productivity. Hence, the following intrinsic and extrinsic motivating factors can enhance the job satisfaction and productivity of librarians in the university library:

Job security

According to [47], job security is an assurance that an individual will keep his or her job without the risk of becoming unemployed. He posited that government jobs and jobs in education, healthcare and law enforcement are considered very secure than private sector jobs which are generally believed to offer lower job security. [48] attested to Ramsey's view that job satisfaction in the private sector was comparatively slightly lower than in public sector because of the job insecurity. They considered job security as one of the most important ingredients of job satisfaction among bank employees. This researcher concurs with the submission of these scholars; it implied that the university authority should put in place policies that will ensure the job security of her workers especially the librarians as these would enhance their effective job productivity.

Job enrichment

Job enrichment according to [49] can be defined as a job design technique that is a variation on the concept of job enlargement. Job enrichment adds new sources of job satisfaction by increasing the level of responsibility of the employee. Also, [50] referred to job enrichment as a management concept that involves redesigning jobs so that they are more challenging to the employee and have less repetitive work. In the same vein, [51] noted that some job enrichment factors if properly applied would boost employees' in the organization. Therefore, to improve employee motivation and productivity, jobs should be modified to increase the motivators present for the employee. In order to make this concept more usable in any organization, employers should increase the satisfaction of their workers. This implies that when job enrichment principle is applied in the university library, it motivates librarians to be effective and more efficient in discharging quality services to all the library users in the university community.

Training and career development

As noted by [52] and [53], staff training is an indispensable strategy for motivating workers. They asserted that no matter how automated an organization may be, high productivity is determined by the level of motivation and the effectiveness of the workforce. The researcher concurs with these authors; hence, there is need for training and career advancement of library workforce especially librarians in this modern era of Information Communication Technology, whereby every university library is automating her collections in order to provide wider and easy access to its educational resources. Also, it gives the librarians opportunities for self-improvement and development to meet the challenges and requirements of new equipment and new techniques of performing information disseminating task.

Payment of reasonable salaries or wages

Generally, people engage in different categories of jobs so as to earn a living, this should be reasonable enough in order to enable them cater for their families and also attend to other financial commitments. To buttress this view, [54] revealed that money remains the most significant motivational strategy. As far back as 1911, Frederick Taylor and his scientific management associates described money as the most important factor in motivating the industrial workers to achieve greater productivity. Taylor advocated the establishment of incentive wage systems as a means of stimulating workers to higher performance, commitment, and eventually satisfaction. [55]; [56] in their studies demonstrate the motivational power of money through the process of job choice. They further explained that money has the power to attract, retain, and motivate individuals towards higher performance. Money possesses significant motivating power in as much as it symbolizes intangible goals like security, power, prestige, and a feeling of accomplishment and success. Thus, librarians should be reasonably remunerated in order to enhance their maximum job performance in the university libraries.

Bonus payment

This is extra payment given to employees in the organization over and above their normal salary; and it is given as an incentive in order to motivate them for optimum job performance. The employees must be given adequate rate of bonus. The management of most non educational organizations in Nigeria such as banking sector and other multi-national organizations regularly pay bonus to their workforce at the end of each year. This made workers in such organizations to be more committed to the survival and actualization of the organization set goals and objectives. It could be noted that if such practice is emulated in the educational sector especially in the university library, the morale of its workforce will be boosted and this will equally enhance their productivity.

Fair employee treatment

This is a major hallmark of the "Equity Theory" that was developed by J. Stacey Adams in 1965, while working as a research psychologist with the General Electric Company in Crotonville, New York. He developed and tested an equity theory of motivation. [57] observed that, "the essence of the equity theory of motivation is that employees compare their efforts and rewards with those of others in a similar

work situations" [p. 20]. This researcher concurs with the view of the theorist; he advocates that every employee in any organization especially in the university system should enjoy fair and equitable treatment from the management of such organization. The idea of regarding and treating librarians as second class academic staff as is being practiced by most public universities in Nigeria and giving 'presidential' treatment to other faculty members who the university authority regarded as core academic staff should be discouraged.

Higher responsibility

According to [58], responsibility can be regarded as what must be done to complete a task and the obligation created by the assignment. The author noted that responsibilities are normally determined by the employer to facilitate achievement of goals. Moreover, the author reiterated that employers should consider subordinate's knowledge and skills before assigning them with higher responsibility. [59] warned that if employees' capabilities are not recognized, or are inappropriate for the responsibilities delegated, they may feel frustrated because they lacked the skill to carry out delegated responsibilities and may experience no satisfaction. Higher responsibility implies higher degree of task assigned to an individual employee by the superior officer in the organization in order to assess his/her capability. For example, a librarian may be directed by the university librarian to act as a head of department (HOD) in absence of the substantive HOD. This helps in developing his/her managerial skills and equally prepares him/her for future senior positions in the library and in the organization.

Job status

This is the position that an employee occupies in the organization. According to [60], status in any organization could be categorized into either formal or informal. Formal status refers to attempts made to differentiate between the degree of formal and informal authority given to employees by an organization, while informal status refers to prestige accorded individuals with certain characteristics that are not formally dictated by the organization. [61] observed that receiving a higher status is a symbol of success. This implies that if a librarian moves from one level of job position to another, he or she sees himself or herself in another level of job hierarchy, feeling honoured, motivated and tending to work harder.

Career advancement opportunity

It is a burning desire of every serious employee in any organization. In support of this assertion, [62] opined that career advancement is one of the most important elements for employee satisfaction and retention at a company. [63] posited that clear opportunities for career advancement are an "especially powerful employee motivator" (p.1). It implies that in the university system, it is expected and mandatory for every professional librarian to have higher degrees in librarianship so that they can perform better in their professional engagements.

Good working conditions

[58] asserted that "working conditions are created by the interaction of employees with their organizational climate" (p. 64). The author classified the working conditions to include, psychological work conditions and the physical layout of the job. The physical working conditions include the availability of facilities like protective clothing, equipment and appliances. Failure to provide these facilities makes it impossible for employees to carry out their jobs and thus promote job dissatisfaction. While physical layout of the job refers to the neatness, organization, convenience and attractiveness of the work environment. [64] noted that if working conditions are good, for instance – clean and attractive surroundings, employees will find it easier to carry out their jobs. On the other hand, if the working conditions are poor like hot and noisy surroundings, employees will find it difficult to get their work done and thereby experience dissatisfaction. [65] emphasized in their study that "employees are highly motivated with good working conditions as they provide a feeling of safety, comfort and motivation. On the contrary, poor working condition brings out a fear of bad health in employees" (p. 106). However, it is worrisome to note that the condition of work in most public university libraries is not befitting enough to motivate librarians to excel in their choosing profession.

Work environment

This involves the physical geographical location as well as the immediate surroundings of the workplace, such as a construction site or office building [49]. [66] opined that a positive work environment makes employees feel good about coming to work, and this provides the motivation to sustain them throughout the day. Hence, the author suggested five basic characteristics that could enhance a positive work environment in the organization as: transparent and open communication; work-life balance; training and staff development; recognition for hard work; and strong team spirit. However, there are some factors that constitute to hostile work environment in most organizations especially in the university libraries. [67] observed that some employees believe that a bad boss, an unpleasant work environment, a rude co-worker, or the lack of perks, privileges, benefits

and recognition can create a hostile work environment. A hostile work environment could be created by a boss or co-worker whose actions, communication, or behaviour affects the employee job in the organization. The author suggested the possible solution to a hostile work environment as: fairness and politeness among workers in the organization. This researcher agrees with the author's view, that librarians should create conducive work environment for workers under them in order to motivate them for greater job performance.

Organizational leadership styles

Leadership can be regarded as a "management function, which is mostly directed towards people and social interaction, as well as the process of influencing people so that they will achieve the goals of the organization" [68, p.7]. Leadership of any organization is an essential factor that determines the success or failure of such institution in the society. There are different types of leadership styles that were developed by psychologist Kurt Lewin in 1930s, and it provided the foundation of many of the approaches that could be followed thereafter. These include: autocratic leaders; democratic leaders; **Laissez-faire leaders;** transactional leaders; transformational leaders and participative leaders [69-70]. Besides, there could be totalitarian leaders

in the organization. Moreover, "employee satisfaction is greatly enhanced by democratic style of leadership. Democratic leaders promote friendship, respect and warm relationship among the employees. On the contrary view, "employees working under authoritarian and dictatorial leaders experienced low level of employee satisfaction" [65, p. 108]. Thus, the researcher concurs with the submission of Singh and Jain, that the University Librarian should display democratic leadership and not autocratic leadership style as is being practiced in most public university libraries.

THEORETICAL FRAMEWORK

Due to inter-relationship of the variables that made up of this study, Maslow's Hierarchy of Needs theory shall be employed to discuss motivation and job satisfaction of librarians in the public university libraries in Nigeria.

Maslow's Hierarchy of Needs Theory

The hierarchy of needs theory was developed by a psychologist, Abraham Maslow in 1943. In the theory, he proposed that people are motivated by a predictable five-step hierarchy of needs.
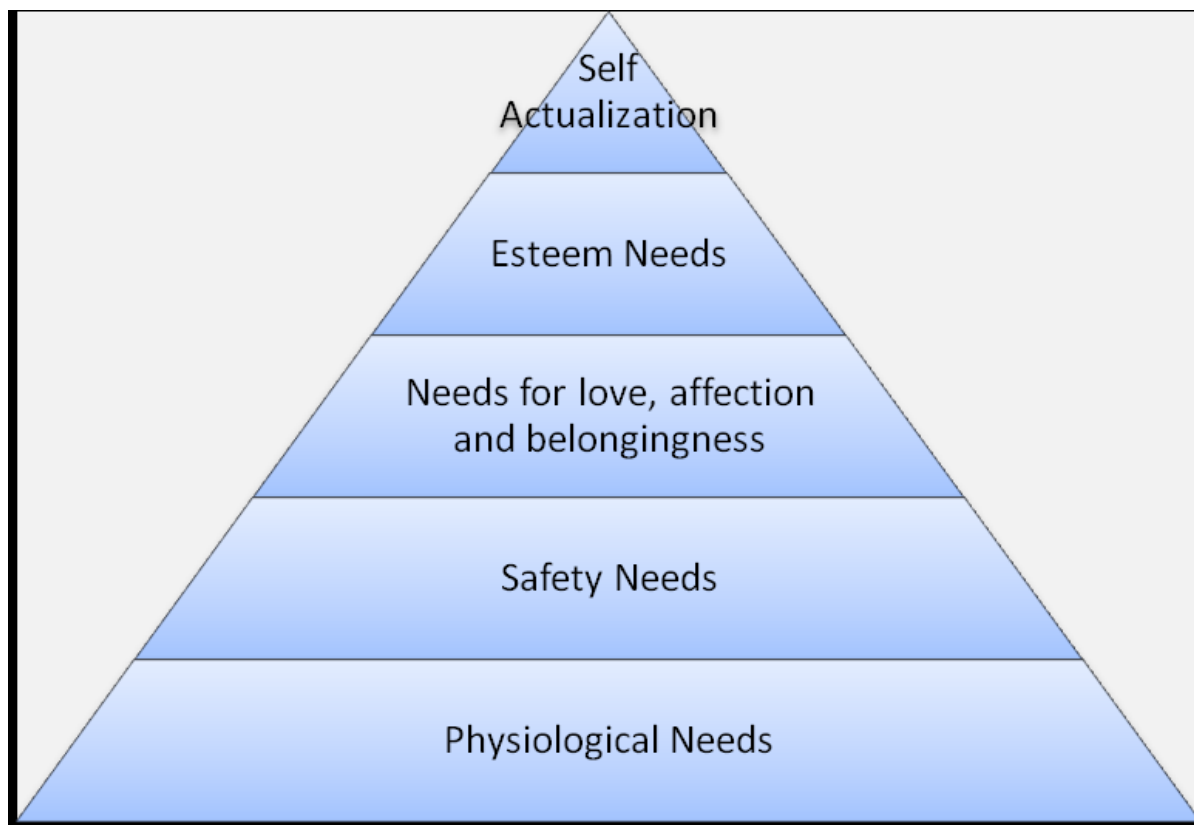
Figure 1: Maslow Hierarchy of Needs Theory

Source: [71]

This theory is related to: job satisfaction, productivity, employee motivation and human capital development variables of the study. Abraham Maslow in his theory broadly classified human needs into five groups that consist of: physiological, safety, love, esteem, and self-actualization needs. According to [72], if organizations fulfil basic need, safety need, belonging need, self-esteem need, self-actualization, training and career development needs of their employees then the performance of employee would easily increase. Abraham Maslow broadly classified human needs into five groups as shown in Figure 1. The different levels of needs on Maslow's hierarchy are discussed as follows:

Physiological needs. These are biological needs which consist of the need for oxygen, food, gender, sleep, water, and a relatively constant body temperature. They are the strongest needs because if a person were deprived of all needs, it is these physiological ones that would come first in the person's search for satisfaction.

Safety needs. These needs consist of the need for protection, security, law, stability, order and limits. When all physiological needs are met and are no longer controlling thoughts and behaviours, the needs for security can become active. While adults have little awareness of their security needs except in times of emergency or periods of disorganization in the social structure (such as widespread rioting), children often display the signs of insecurity and the need to be safe.

Needs for love, affection and belongingness. When the needs for safety and for physiological well-being are satisfied, the next class of needs for love, affection and belongingness can emerge. Maslow states that people seek to overcome feelings of loneliness and alienation. This involves both giving and receiving love, affection and the sense of belonging.

Self-esteem needs. When the first three classes of needs are satisfied, the needs for esteem can become dominant. These involve needs for both self-esteem and for the esteem a person gets from others. Humans have a need for a stable, firmly based, high level of self-respect, and respect from others. When these needs are satisfied, the person feels self-confident and valuable as a person in the world. When these needs are frustrated, the person feels inferior, weak, helpless and worthless.

Self-actualization needs. When all of the foregoing needs are satisfied, then and only then are the needs for self-actualization activated. Maslow describes self-actualization as a person's need to be and do that which the person was "born to do." "A musician must make music, an artist must paint, and a poet must write." These needs make themselves felt in signs of restlessness. The person feels on edge, tense, lacking something, in short, restless. If a person is hungry, unsafe, not loved or accepted, or lacking self-esteem, it is very easy to know what the person is restless about. However, it is not always clear what a person wants when there is a need for self-actualization.

However, despite the manifold benefits of Maslow theory yet it has the limitation of little evidence to support its hierarchical aspect although it makes sense from an intuitive standpoint. In fact, there is evidence that contradicts the order of needs specified by the model. For example, some cultures appear to place social needs before any others. Maslow's hierarchy also has difficulty explaining cases such as the "starving artist" in which a person neglects lower needs in pursuit of higher ones. Moreover, when those employees' needs as spelt out in the Maslow hierarchy of need theory are fairly and adequately met by the university administrators, employees in such institutions of higher learning especially librarians in the university library will be happy discharging their duties, a happy worker is a satisfied and productive worker. There is little evidence to suggest that people are motivated to satisfy only one need level at a time, except in situations where there is a conflict between needs. "Even though Maslow's hierarchy lacks scientific support, it is quite well-known and is the first theory of motivation to which many people are exposed. To address some issues in Maslow's theory, Clayton Alderfer developed the ERG theory, a needs-based model that is more consistent with empirical findings" [73].

Finally, the relevance of this theory on the study is that it helps university administrators to know various needs that are applicable to workers especially librarians in the university library and how to meet them in order to improve the productivity of librarians in the university system. This implies that when librarians' needs are systematically and adequately addressed by the university management, their morale will be boosted and the level of their job satisfaction and

productivity in the university library will be greatly increased. Also, it helps librarians to ascertain those needs that have been adequately met by their employers and how those needs that are yet to be attended to will be met in future. This fosters peaceful relationship between university administrators and librarians, and it helps in boosting the morale of librarians in the university library to be more productive.

Conceptual Model of the Study

Independent variable

Dependent variable

Employee Motivation

Intrinsic
Opportunity to use one's ability,
Sense of challenge and achievement,
Academic qualifications, etc.
Extrinsic
Job security,
Job enrichment,
Modern tools, etc.

Job Satisfaction

Employee recognition
Leadership styles
Career advancement opportunity
Conducive work
Good working Environment
Remuneration – reasonable salaries and wages

Figure 2: Conceptual Model for the Study

Source: [74]

Discussion of the conceptual model

The conceptual framework for this study is built on the theory and literatures reviewed. The model is broadly divided into two parts: Independent and Dependent variables. The independent variable compartment consists of Employee motivation, while the dependent variable box houses Job satisfaction of librarians in the university library. It can be observed from the literatures reviewed that several factors affect the job satisfaction of workers and therefore their levels of productivity. One of such factors is employee motivation. Employee motivation can be intrinsic (that is self-driven) or extrinsic (arising from external rewards). Intrinsic motivational factors consist of those rewards that can be termed "psychological motivations" and examples are opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner. "An intrinsically

motivated individual will be more committed to his/her work to the extent to which the job inherently contains tasks that are rewarding to him or her" [33, p. 2]. On the other hand, extrinsic motivational factors are provided by the authority to enhance the productivity of workers in the organization. These include job security, payment of salaries and wages, training and career development, good working conditions and among others. The author further stressed that "extrinsically motivated person will be committed to the extent that he can gain or receive external rewards for his or her job" (p.2).

Job satisfaction of workers in the organization especially librarians in the university library is very crucial as it enhances their effective job performance. Job satisfaction factors like motivational factors can be intrinsic or extrinsic in nature; these would positively affect librarians' job

performance in the university library. They consist of recognition, leadership styles, career advancement opportunity, and conducive work environment among others that are discussed in the study. It could be noted here that when a librarian is fairly and adequately motivated, he/she would be happy carrying out his/her duties and thereby increase his level of job performance in the entire university community. [75], [76], and [77] affirmed that a happy worker is a productive worker while [78] posited that an unhappy worker is an unproductive one. Librarians' productivity would lead to increase in number of paper publications among librarians themselves as well as the faculty members, innovative research work that would attract more grants to the university, organizational growth and development, and among other benefits.

METHODOLOGY

Research design

The correlational research design was adopted for this study. According to [79], correlational research design could be used to describe the relationship between two or more variables, as well as how strongly these variables relates to one another. In other words, it aims to determine the relationship between two or more variables and the strength of this relationship. In the same vein, [80] posited that the whole purpose of using correlations in research is to figure out which variables are connected. The researcher concurs with these authors' assertions. Thus, correlational research design was used for this study in order to establish the relationship between the variables.

Population

The population for this study consisted of 1,254 librarians from the 81 public universities (Federal & State) in Nigeria. The list comprises of 41 Federal universities and 40 State owned universities. The four which have not taken off at the time of conducting this study were excluded. Each geopolitical zone has the following records of university libraries and librarians: North-Central (including Federal Capital Territory) has 13 university libraries with 244 librarians; North-East has 11 university libraries with 128 librarians; North-West has 16 university libraries with 272 librarians; South-East has 10 university libraries with 167 librarians; South-South has 13 university libraries with 203 librarians; and South West has 15 university libraries with 240 librarians. Thus, all the university libraries and their librarians are potential respondents of this study.

Sample Size and Sampling Technique

The sample size for this study is 923 librarians. Random sampling technique was adopted for this study. The sampling was done by first stratifying the country (Nigeria) along the existing six geopolitical zones (strata); these include: North-Central, North-East, North-West, South-East, South-South and South-West. Each zone (stratum) is made up of six States except North-West and South East that are made up of seven and five States respectively.

Consequently, the researcher surveyed all the librarians in all the public university libraries established in the four selected geopolitical zones and states. The selected zones and states were listed as follow: North-Central (Benue, Kogi, Kwara, Nasarawa, Niger, Plateau and Federal Capital Territory); North-West (Kaduna, Kano, Katsina, Kebbi, Jigawa, Sokoto and Zamfara); South-East (Abia, Anambra, Ebonyi, Enugu and Imo); and South-West (Ekiti, Lagos, Ogun, Ondo, Osun and Oyo). The choice of these states was to give a wider coverage of all the professional librarians working in all public (federal & state) universities sited in each state of the geopolitical zones selected for the study. Also, each state has public universities to be surveyed, similar cultural and economic activities, as well as similar religious settings.

The researcher randomly selected 60% sample size from the six geopolitical zones in Nigeria which give approximately four zones; these included: North-Central, North-West, South-East and South-West. According to [81], the rate between 50-75% of sample size were considered acceptable in research; hence, the choice of 60% of the geopolitical zones in the country was to give fair representation of the entire country (two geopolitical zones were selected from each part of the country i.e. North & South) as all the geopolitical zones in Nigeria might be too large and cumbersome to handle within the stipulated time frame. Also, to enable the researcher complete the study within the limited resources available for the study.

Besides, each of the geopolitical zones selected for the study has the following records of university libraries and librarians: North-Central has 13 university libraries with 244 librarians; North-West has 16 university libraries with 272 librarians; South-East has 10 university libraries with 167 librarians; and South-West has 15 university libraries with 240 librarians. The number of librarians in the fifty four (54) selected public

university libraries considered for this study was calculated at 923. Please see appendix 6 for details.

Research instrument

The researcher employed self-developed questionnaire in collecting data for this study. The researcher postulated three research questions for the study and designed the questionnaire along the identified research questions. Hence, the research instrument is divided into four sections: A, B, C and D. Items in the instrument were gathered from the literature reviewed for the study.

Section A: Demographic information. It contained questions relating to demographic data of the respondents as per their institution, age, sex, marital status, educational qualification, designation, department and working experience.

Section B: Level of job satisfaction. It was sub-divided into six parts: employee recognition, good leadership styles, career advancement opportunities, conducive work environment, employee promotion opportunities, and remuneration.

Section C: Level of motivation. It was sub-divided into two parts: intrinsic and extrinsic motivational factors. It contained statements on intrinsic motivational factors such as having sense of challenge of achievement, and opportunity to use one's ability; and extrinsic motivational factors such as job security and conducive work environment.

Section D: Challenging issues. It contains questions that mostly affected job satisfaction and motivation of librarians in the university library. These include: undemocratic leadership styles, lack of employee recognition, among others.

Validity and reliability of the instrument

The research instrument was subjected to the scrutiny of some notable university librarians especially those with PhD degree in the field of librarianship and other experts in the areas of the variables studied; these were approached for their useful advice and input in order to validate the research instrument used for the study. Both face and content validity were employed in order to standardise the instrument and to make it more adequate for the study. Based on their useful feedback, the research instrument was modified where necessary.

A pilot study was conducted. The researcher through friends and research assistants administered 56 questionnaires and retrieved 38 copies (67.9%) as shown in appendix 3; among professional librarians of three public university libraries that were not part of the sample for the main study, these included: University of Benin, Delta State University and Ambrose Alli University all in the South-South geopolitical zone of Nigeria. These were subjected to Cronbach's alpha reliability analysis and with alpha reliability coefficient results as follows: Employee Motivation of Librarians $\alpha = 0.77$, while it gives $\alpha = 0.78$ to Job Satisfaction of Librarians. With these results, the instrument was used for the study as the alpha reliability coefficient results for all the variables are more than 0.5 level of significant.

Research procedure and method of cata Collection

The corrected copies of the questionnaire were administered to professional librarians in all the fifty four (54) university libraries slated for the study. The respondents were assured that information supplied by them would be treated with utmost confidentiality and used solely for the purposes of academic research. Also, such information will not be divulged to a third party. The researcher intended to personally administer copies of the questionnaire to the affected librarians; but due to the wide geographical zones to be covered for the study and limited time frame, the researcher engaged the services of research assistants, electronic administration of the instrument to most of the respondents, friends working in most of these university libraries, NLA online forum and even the University Librarians so as to add credibility to the data collected and analysed for the study. On the whole, 923 copies of the corrected questionnaire were administered to librarians in all the 54 public university libraries slated for the study; out of which, a total number of 620 copies were retrieved. This gives 67.2% return rate of the administered research instrument for the study. Please see appendix 7 for details.

Method of data analysis

Data collected for this study was analysed using Statistical Package for Social Science (SPSS), 22.0 latest versions. The data collected were analysed using descriptive statistics, especially for research questions 1-3, while the null hypothesis was tested using Pearson Product Moment Correlation (PPMC) analysis. The result was to attest to the mutual relationship that existed between the variables

(Employee motivation and Job satisfaction) in the study.

DATA ANALYSIS, RESULTS AND DISCUSSION OF FINDINGS

This portion presents the result of the analysis of collected data. Descriptive and inferential statistics were both employed in the analysis of data while appropriate discussion was done on the findings revealed.

Presentation of Demographic Information of Respondents

Table 1: Demographic characteristics of respondents

S/N	DEMOGRAPHIC STATEMENT	FREQUENCY	PERCENTAGE
1.	**Gender**		
	Male	353	56.9
	Female	267	43.1
	Total	**620**	**100.0**
2.	**Marital status**		
	Single	114	18.4
	Married	455	73.4
	Divorced	33	5.3
	Widowed	18	2.9
	Total	**620**	**100.0**
3.	**Age of respondents**		
	Below 30	105	16.9
	31-40	186	30.0
	41-50	206	33.2
	51-60	116	18.7
	Above 60	7	1.1
	Total	**620**	**100.0**
4.	**Educational qualification**		
	BSc/BA	92	14.9
	BLIS	128	20.6
	MSc/MA	49	7.9
	MLIS	312	50.3
	PhD	39	6.3
	Total	**620**	**100.0**
5.	**Designation**		
	Assistant Librarian	170	27.4
	Librarian II	133	21.5
	Librarian I	133	21.5
	Senior Librarian	81	13.1
	Principal Librarian	64	10.3
	Deputy University Librarian	27	4.4
	University Librarian	12	1.9
	Total	**620**	**100.0**
6.	**Length of service**		
	Below 6 years	213	34.4
	6-10 years	156	25.2

11-15 years	108	17.4	
16-20years	52	8.4	
21-25 years	23	3.7	
26-30 years	54	8.7	
Above 30 years	14	2.3	
Total	**620**	**100.0**	

Source: Field survey, 2016

From Table 1, it reveals that (56.9%) of the respondents were male. This implied that there were slightly more men in the librarianship profession than women in Nigeria. It was also revealed that majority of the respondents were married (73.4%). This implies that they would display maturity while discharging their duties to the library users in their various universities. It was revealed that there were more librarians in the age bracket of 41-50 years than any other age group closely followed by those in the age bracket 31-40. This simply meant a larger percentage of the respondents were relatively young and active. Pertaining to the educational qualifications of the respondents, 50.3% were holders of Masters Degree in Library Science (MLIS) and others 20.6% were holders of Bachelor Degree in Library Science. This means that at least 71% of respondents were professionally qualified librarians. If it is assumed that the 6% who had Ph.D degrees got them from the field of librarianship, then this figure will increase to 77%. This shows that about a quarter (23%) of people working in Nigerian university libraries today hold degrees outside librarianship. This is understandable considering the role that information technology is playing in today's information provision services. It was revealed from the table that 70% of librarians in Nigerian universities occupied the low level positions (Assistant Librarians, Librarian II, Librarian I) in the library. Assistant Librarians constituted the largest number in this group. Almost 80% of the respondents had spent less than 15 years as Librarians or Assistant Librarians, while almost half (34.4%) had spent less than 6 years. Those that had spent over 20 years on the job amounted to only 15% of respondents.

Data Analysis and Presentation Based on

Research Questions

Research Question 1: What is the degree of job satisfaction of librarians in public University Libraries in Nigeria?

Table 2: Degree of job satisfaction of the respondents

S/N	STATEMENT	VHD (%)	HD (%)	LD (%)	NA (%)	M	SD	AM
a.	**Employee recognition**							
i.	My opinion on work issues is respected	385 (62.1)	171 (27.6)	60 (9.7)	4 (0.6)	3.51	0.695	
ii.	I am allowed to use my initiative on the job	355 (57.3)	206 (33.2)	53 (8.5)	6 (1)	3.47	0.692	3.48
iii.	I am well respected	343 (55.3)	220 (35.5)	50 (8.1)	7 (1.1)	3.45	0.691	
b.	**Good leadership styles**							
i.	My immediate boss is caring and considerate	296 (47.7)	246 (39.7)	66 (10.6)	12 (1.9)	3.33	.0.743	
ii.	My immediate boss is interested in my career progress	282 (45.5)	279 (45)	41 (6.6)	18 (2.9)	3.33	0.727	3.33
iii.	Leadership style is generally democratic in my library	294 (47.4)	240 (38.7)	78 (12.6)	8 (1.3)	3.32	0.741	

c.	**Employee promotion opportunities**							
i.	My promotion boosts the level of my job performance	308 (49.7)	224 (36.1)	60 (9.7)	28 (4.5)	3.31	0.824	
ii.	My promotion corresponds with the ~~level~~ of my input in the library	279 (45)	230 (37.1)	85 (13.7)	26 (4.2)	3.23	0.839	3.25
iii.	My boss recommends me for promotion regularly	262 (42.3)	271 (43.7)	53 (8.5)	34 (5.5)	3.23	0.823	
iv.	My promotion is regular	258 (41.6)	249 (40.2)	99 (16)	14 (2.3)	3.21	0.789	
d.	**Remuneration**							
i.	My present designation in the library corresponds with my current salary.	315 (50.8)	212 (34.2)	67 (10.8)	26 (4.2)`	3.32	0.828	
ii.	I get salary increment as at when due.	319 (51.5)	199 (32.1)	60 (9.7)	42 (6.8)	3.28	0.897	
iii.	My salary is regular and it is been paid as at when due	277 (47.7)	258 (41.6)	63 (10.2)	22 (3.5)	3.27	0.785	
iv.	My salary corresponds with the level of my input in the library	295 (47.6)	217 (35)	68 (11)	40 (6.5)	3.24	0.888	3.21
v.	The allowances paid to me are the same with other faculty staff of the university	309 (49.8)	191 (30.8)	74 (11.9)	46 (7.4)	3.23	0.929	
vi.	My salary is enough to meet all my basic needs.	241 (38.9)	255 (41.1)	75 (12.1)	49 (7.9)	3.11	0.903	
vii.	Some allowances are paid to other academic members without paying such to librarians in my university.	263 (42.4)	199 (32.1)	82 (13.2)	76 (12.3)	3.05	1.023	
e.	**Conducive work environment**							
i.	I have the resources I used to work effectively	271 (43.7)	251 (40.5)	89 14.4)	9 (1.5)	3.26	0.755	
ii.	I am happy to go to work everyday	272 (43.9)	233 (37)	88 (14.4)	27 (4.4)	3.21	0.844	3.20
iii.	My office is air-conditioned	291 (46.9)	186 (30)	101 (16.3)	42 (6.8)	3.17	0.936	
iv.	My work mates are friendly	275 (44.4)	216 (34.8)	69 (11.1)	60 (9.7)	3.14	0.961	
f.	**Career advancement opportunities**							
i.	I am sponsored by the library to local conferences/workshops	291 (46.9)	199 (32.1)	110 (17.7)	20 (3.2)	3.23	0.852	
ii.	I am allowed to attend conferences/workshops	280 (45.2)	227 (36.6)	80 (12.9)	33 (5.3)	3.22	0.865	
iii.	My boss encourages and seats with me to plan my career development	256 (41.3)	172 (27.7)	161 (26)	31 (5)	3.05	0.933	3.13
iv.	I am sponsored by the library to international conferences	248 (40)	196 (31.6)	101 (16.3)	75 (12.1)	3.00	1.024	

Source: Field Survey, 2016

Key: VHD = Very High Degree, HD = High Degree, LD = Low Degree, NA = Not At All, M = Mean, SD = Standard Deviation; AM = Average Mean

It can be deduced from Table 2 that librarians in Nigerian Universities considered their degree of job

satisfaction to be high judging by the average mean score of 3.13 on the scale of 4. They considered their being recognised by the authorities as well as the good leadership styles that were practised as the most important reasons for their job satisfaction in the university system. Each had average mean scores of 3.48 and 3.33 respectively. Specifically, librarians were satisfied with their job as their opinions on work related issues were respected (mean = 3.51), followed by the revelation that most librarians working in the university libraries were allowed to use their initiatives on some complex jobs (mean = 3.47). Also, it was revealed that their immediate boss showed keen interest in their career development efforts (mean = 3.33) so as to improve their productivity.

Other degrees of satisfaction enjoyed by librarians in the university libraries were their promotion opportunities (average mean = 3.25), remuneration (average mean = 3.21), conducive work environment (average mean = 3.20) as well as career advancement opportunities (average mean = 3.13). Specifically, promotions privileges that librarians enjoyed in their various university libraries boosted their level of their job performance (mean = 3.31), it was revealed that their immediate bosses regularly recommended them for promotion to the next position they were to occupy in their libraries (mean = 3.23). Also, it was revealed by respondents that their present designations in their libraries corresponded with their current salaries (mean = 3.32) and they got salary increments as and at when due (mean = 3.28). Librarians were provided with some resources that enabled them to discharge their duties effectively. Librarians were also sponsored by their university library authorities to attend local conferences/workshops within the country (mean = 3.23).

Research Question 2: What is the level of motivation of librarians in public university libraries in Nigeria?

Table 3: Level of employee motivation of the respondents

S/N	STATEMENT	VHD (%)	HD (%)	LD (%)	NA (%)	M	STD	AM
a.	**Intrinsic Motivators**							
i.	The higher degrees I acquired energize me to be more effective in the library work	347 (56)	206 (33.2)	59 (9.5)	8 (1.3)	3.44	0.718	
ii.	My job skills enhance my productivity in this information age	316 (51)	257 (41.5)	47 (7.6)	-	3.43	0.631	
iii.	My work experience enhance my effective job performance	302 (48.7)	283 (45.6)	35 (5.6)	-	3.43	0.599	
iv.	I am being treated in caring and considerate manner by my boss	305 (49.2)	240 (38.7)	70 (11.3)	5 (0.8)	3.36	0.711	
v.	Positive recognition	286 (46.1)	373 (44)	52 (8.4)	9(1.5)	3.35	0.695	3.36
vi.	Higher responsibility	283 (45.6)	270 (43.5)	61 (9.8)	6 (1)	3.34	0.693	
vii.	I have a sense of challenge and achievement	293 (47.3)	256 (41.3)	32 (5.2)	39 (39)	3.30	0.831	
viii.	Opportunity to use my ability	302 (48.7)	222 (35.8)	41 (6.6)	55 (8.9	3.24	0.922	
b.	**Extrinsic Motivators**							
i.	Job security	368 (59.4)	176 (28.4)	72 (11.6)	4 (0.6)	3.46	0.721	
ii.	Provision of healthy work environment enhances my productivity in the library	336 (54.2)	203 (32.7)	64 (10.3)	17 (2.7)	3.38	0.780	
iii.	Non-recognition of the value of information affects the annual library budget and my productivity.	334 (53.9)	193 (31.1)	79 (12.7)	14 (2.3)	3.37	0.790	
iv.	Job enrichment	305 (49.2)	237 (38.2)	59 (9.5)	19 (3.1)	3.34	0.773	
v.	Training and career development	297 (47.9)	236 (38.1)	70 (11.3)	17 (2.7)	3.31	0.718	

		VHD	HD	LD	NA	M	STD	AM
vi.	Availability of operational tools and equipment enhance my productivity in the library.	255 (41.1)	307 (49.5)	53 (8.5)	5 (0.8)	3.31	0.659	
vii.	Payment of reasonable salaries and wages	285 (46)	259 (41.8)	53 (8.5)	23 (3.7)	3.30	0.778	
viii.	Office social environment (i.e. peaceful, loving, friendly and trusting)	274 (44.2)	260 (41.9)	70 (11.3)	16 (2.6)	3.28	0.763	3.27
ix.	Fair employee treatment	267 (43.1)	271 (43.7)	73 (11.8)	9 (1.5)	3.28	0.726	
x.	Effective implementation of government laws and policies enhances my productivity as a librarian	291 (46.9)	231 (37.3)	73 (11.8)	25 (4)	3.27	0.822	
xi.	Organizational leadership styles	281 (45.3)	240 (38.7)	77 (12.5)	22 (3.5)	3.26	0.804	
xii.	Job status	257 (41.5)	292 (47.1)	48 (7.7)	23 (7.7)	3.26	0.756	
xiii.	Office physical environment (i.e. clean, provision of air condition, fan, good offices, furniture and fittings)	259 (41.8)	277 (44.7)	73 (11.8)	11 (1.8)	3.26	0.733	
xiv.	Increase in the level of comfort that I enjoy while performing my duties in the library enhances my productivity.	250 (40.3)	287 (46.3)	75 (12.1)	8 (1.3)	3.26	0.715	
xv.	Security of lives and properties in the university community enhances my productivity in the university library	292 (47.2)	210 (33.9)	81 (13.1)	37 (6)	3.22	0.890	
xvi.	Effective job design put in place by my employer enhances my job performance in the library	250 (40.3)	276 (44.5)	68 (11)	26 (4.2)	3.21	0.799	
xvii.	Good working conditions	250 (40.3)	267 (43.1)	85 (13.7)	18 (2.9)	3.21	0.784	
xviii.	Poor management has a negative impact on my productivity in the library	250 (40.3)	274 (44.2)	65 (10.5)	31 (5)	3.20	0.818	
xvix	Career advancement/development opportunity	242 (39)	266 (42.9)	105 (16.9)	7 (1.1)	3.20	0.753	
xx	Negative attitude exhibited by most library users affects my productivity.	256 (41.3)	247 (39.8)	96 (15.5)	21 (3.4)	3.19	0.817	
xxi	Un-conducive work environment provided by my employer affects my productivity.	237 (38.2)	283 (45.6)	79 (12.7)	21 (3.4)	3.19	0.782	

Source: Field Survey, 2016

Key: VHD = Very High Degree, HD = High Degree, LD = Low Degree, NA = Not At All; M = Mean, STD = Standard Deviation; AM = Average Mean

Table 3 shows that librarians in Nigerian Universities considered their level of motivation to be very high judging by the average mean score of 3.27 on the scale of 4. Intrinsic motivation appears to have a higher average mean score of 3.36 than extrinsic motivation that has the average mean score of 3.27. It shows that intrinsic motivation is happening more than extrinsic in Nigerian university libraries. It means that librarians were not happy about those motivational factors that affect their fundamental human needs.

Specifically, librarians possessed higher degree qualifications (mean = 3.44) coupled with their job skills (mean = 3.43) and work experience (mean = 3.43) empowered them to be more effective in discharging their duties in the university libraries in this information age. Besides, with extrinsic motivators like job security (mean = 3.46) coupled with the provision of healthy and clean work environment influenced the productivity of librarians in the university library (mean = 3.38). In contrast, some librarians complained that university management were not recognising the value of organized information resources stocked in the university library and this had greatly affected its annual budget and productivity of the library personnel especially librarians (mean = 3.37).

Research Question 3: What challenges face librarians' job satisfaction and productivity in public university libraries in Nigeria?

Table 4: Challenging issues affecting job satisfaction and motivation of librarians

S/N	STATEMENT	VGE(%)	GE(%)	ME(%)	NE(%)	M	SD	AM
i.	Non-payment of similar allowances payable to other academic staff in the university	264(42.6)	209(33.7)	85(13.7)	62(10)	3.09	0.978	
ii.	Lack of employee recognition	273(44)	192(31)	88(14.2)	67(10.8)	3.08	1.005	
iii.	Marginalization of librarians by the university authority.	266(42.9)	190(30.6)	85(13.7)	79(12.7)	3.04	1.037	
iv.	Irregular payment of salary and wages	269(43.4)	172(27.7)	107(17.3)	72(11.6)	3.03	1.035	
v.	Lack of conducive work environment in my university	256(41.3)	194(31.3)	101(16.3)	69(11.1)	3.03	1.011	3.02
vi.	Irregular promotion opportunities	237(38.2)	221(35.6)	93(15)	69(11.1)	3.01	0.989	
vii.	Lack of effective job design that would enable library services to be effectively carried out	250(40.3)	200(32.3)	96(15.5)	74(11.9)	3.01	1.018	
viii.	Inadequate provision for my basic needs by the organization	218(35.2)	236(38.1)	111(17.9)	55(8.9)	3.00	0.942	
ix.	Inadequate security of lives and library resources	221(35.6)	248(40)	65(10.5)	86(13.9)	2.97	1.009	
x.	Undemocratic leadership styles in my library	236(38.4)	196(31.6)	114(18.4)	74(11.9)	2.96	1.021	

Source: Survey Field, 2016

Key: VGE = Very Great Extent; GE = Great Extent; ME = Moderate Extent; NE = Not Extent; M = Mean; SD = Standard Deviation; AM = Average Mean

Table 4 reveals that librarians in Nigerian Universities considered those issues affecting librarians' job satisfaction and productivity to be high judging by the average mean score of 3.02 on the scale of 4. Major challenging issues facing Nigerian university librarians were non-payment of similar allowances payable to other academic staff (mean = 3.09), lack of employee recognition (mean = 3.08) and marginalization of librarians by the university authorities (mean = 3.04), irregular payment of salary and wages (mean = 3.03), lack of conducive work environment (mean = 3.03). Others were irregular promotion opportunities (mean = 3.01), lack of effective job design (mean = 3.01), inadequate provision of basic needs to librarians (mean = 3.00), inadequate security of lives and properties (mean = 2.97) as well as undemocratic leadership styles (mean = 2.96).

Hypothesis testing and interpretation

The hypothesis for this study was tested using Pearson Product Moment Correlation (PPMC) analysis. The result was to attest to the mutual relationship that existed among the variables (Employee motivation and Job satisfaction) in the study.

Table 5: Correlation Analysis between Employee Motivation and Job Satisfaction of Librarians in Public University Libraries in Nigeria.

Variables	Mean	Standard Deviation (SD)	N	R	P	Remark
Employee Motivation	3.26	0.76	620	0.030	0.000	Sig.
Job Satisfaction	3.47	0.62				

Significant at 0.05 level

The mean score of the motivation of librarians in Nigerian university libraries was 3.26, SD = 0.76, while that of job satisfaction was 3.47, SD = 0.62. The correlation of coefficient obtained was 0.030 with p-value < 0.05.The result showed positive correlation between motivation and job satisfaction of librarians. There was a positive significant relationship between the variables as indicated in the above table as (r = 0.030, N = 620, P < 0.05). Null hypothesis two is rejected. This indicates that there is significant relationship between motivation and job satisfaction of librarians in public university libraries in Nigeria.

Discussion of findings

This section discussed the major findings of this study in relation to past studies. The discussion followed the research questions on which sources of relationships between employee motivation, emotional intelligence, human capital development, job satisfaction and productivity of librarians were established through past empirical studies. Each of the three research questions and the hypothesis were based on determining the influence they had on the job satisfaction and motivation of librarians.

The findings of the study are discussed as follows:

Research question one showed that librarians considered their being recognised by the authorities as well as good leadership styles that were practised as the greatest measures of their job satisfaction in the university system. The results were supported by the submissions of [65]; [4]; [5] who submitted that job satisfaction of an employee in the organization was the collection of positive and/or negative feelings that an individual holds toward his or her job. They reported that achievement depends on employee satisfaction and in turn contribute to organizational success and growth. They concluded in their studies that job satisfaction boosts productivity of employees in the organization.

The findings were also supported by [82] as well as [83] who submitted in their findings that employee recognition was a motivational element that could be applied in the managerial level to motivate the employees for better job performance and being more innovative. They further stressed that recognition was a positive feedback that enabled employees to know that they were valued and appreciated by their employers and co-workers.

Research question two showed that intrinsic motivation appears to have higher average mean score of 3.36 than extrinsic motivation that has the average mean of 3.27. It shows that intrinsic motivation is happening more than extrinsic. It was revealed that higher qualifications which most librarians acquired in librarianship coupled with their work experience and skills empowered them to be more effective in discharging their duties in the university libraries in this information age. It was also revealed by most of them that they were treated in caring and considerate manner by their bosses. These findings agreed with studies earlier conducted by Louie [62] and Lipman [63] who opined that career advancement was one of the most important elements for employee satisfaction and retention at a company and it was a powerful employee motivator.

This implied that in the university system, it is expected and mandatory for every professional librarian to have higher degrees in librarianship so that they can perform better in their professional engagements. Also, the findings corresponded with **Equity Theory** that was developed 1965 by J. Stacey Adams [57] who concluded that, the essence of the equity theory of motivation is that employees compared their efforts and rewards with those of others in the similar work situations. They should be fairly treated in order to enhance their motivation and be productive in the organization.

In contrast, some librarians complained that university management were not recognising the value of organized information resources stocked in the university library; and this greatly affected library annual budget and productivity of its personnel especially librarians. Also, segregation policy was being practiced by most public universities in which some allowances were not paid to librarians as paid to their counterparts whom the university regarded as core faculty members; this greatly affected the level of their productivity in the university library. The findings agreed with the previous study of [84], who asserted that the main goal of any organization was to achieve optimum productivity. One of the main factors for the development of organization productivity was adequate funding of its activities.

Thus, money was needed for the procurement of raw materials, hiring or employing skilled and unskilled

manpower; also, money was needed to purchase tools and modern equipment that would facilitate easy processing of the organizational products and services. Productivity would be affected when there was inadequacy in the funding of activities in the organization. In other words, adequate funding encouraged productivity while inadequate funding slowed down the rate of growth and development of any organization. The result also affirmed the study of [85], who noted that workers who perceived their employers as unfair, incompetent, inconsiderate and selfish will therefore experience a lower level of job satisfaction.

It implied that in the university library system, money was required to acquire relevant books and non-book educational resources such as periodicals, audio and visual materials, procuring library tools and equipment, computer system and other equipment that would enhance easy processing, accessibility, retrieval and disseminating educational resources needed by the library clienteles. Unfortunately, inadequate funding had been the greatest problem bedevilling the growth and development of educational system especially the university education in Nigeria. Hence, the annual library budget and subvention should be increase to enable it acquire current and relevant resources needed by the library users. Also, all academic staff should be treated equally and fairly by the university authorities in order to enhance their job satisfaction and productivity.

Research question three showed that librarians were facing some challenges that affected their level of job satisfaction and productivity in the university libraries. Specifically, it was showed that non-payment of similar allowances payable to other academic staff followed by inadequate employee recognition and marginalization of librarians by the university authority greatly affected job satisfaction of librarians in the university. It could be reiterated here that job satisfaction of employees plays a crucial role in determining the general output of workers in any organization. "Job is an occupational act that is carried out by an individual in return for a reward" while satisfaction is "the way one feels about events, rewards, people, relation and amount of mental gladness on the job" [1, p.1]. In other words, job satisfaction of workers in any organization especially the university library, is the pivotal of its growth and development. Therefore, job satisfaction is important to librarianship as it is to other professions [6]. Librarians like other faculty members in the university, should be made to enjoy job satisfaction factors that would enable them to be more productive in the university library.

The study revealed unequal payment of allowances payable to other academic staff in the university as the highest problem affecting job satisfaction of librarians in most university libraries. This finding confirmed the submission of [34] that majority of librarians in Nigeria were being poorly paid and motivated. Unfortunately, some public university authorities maintained segregation administrative system; they were not treating their faculty members equally; there were some allowances paid to lecturers which were regarded by the university management as "core academic staff" but which were not paid to the librarians. It could be noted that with such composition, the morale of librarians in such university would be low and this would as well affected the level of their job satisfaction and productivity. It showed that librarians were not recognized as full academic staff of the university management and they were being treated as second class academic staff in the same university. Hence, this apartheid management style must stop; if not there would be high rate of staff turnover in the public university library.

The result of inadequate recognition of librarians in most Nigerian university system has contradicted the submissions of [82] as well as [83] who noted in their findings that employee recognition is a motivational element that could be applied in the managerial level to motivate the employees for better job performance and being more innovative. They further stressed that recognition is a positive feedback that enables employees know that they are valued and appreciated by their employers and co-workers.

Thus, motivation enhances job satisfaction of workers in any organization especially in the public university libraries as a satisfied worker is a happy and productive worker. In contrary, [86] posited that a demotivated and dissatisfied worker will either resign his or her appointment from the organization or constitute nuisance to the organization and this will encourage inefficiency and low productivity or commitment. It is therefore expedient for every "manager to take initiative in finding out those factors that improve job satisfaction of the subordinates" [10, p. 1638] in order to boost job satisfaction and productivity as well enhances retention of the experienced workforce in the organization.

Furthermore, from the findings and analysis presented in Table 5, it is revealed a significant relationship between employee motivation and job satisfaction. Therefore, null

hypothesis two was rejected. This indicates that there was a significant relationship between employee motivation and job satisfaction of librarians in the public

University libraries in Nigeria (r = 0.030, P < 0.05). The result tallies with the previous studies of [37], [21] who posited that employee motivation and job satisfaction cannot be isolated; they complement each other.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary

Motivation of employees played a crucial role in achieving job satisfaction and determining the general output of workers in any organization. It enhanced productivity of workers in any organization especially in the public university libraries as a satisfied worker was a happy and productive worker. Unfortunately, it can be observed that productivity of workers in some organizations especially in the public university libraries was generally low. Some librarians in these libraries had issues ranging from problems of inadequate attention to their basic needs by the organization to feelings of being marginalized and undemocratic leadership styles, among others. Hence, this study investigated how employee motivation influenced the job satisfaction of librarians in public university libraries in Nigeria.

The major findings of the study were as follows:

1. Librarians in Nigerian Universities saw their level of job satisfaction as very high judging by the average mean score of 3.13 on a scale of 4. They attributed this to being recognised by the authorities as well as good leadership styles that were practised as the greatest measures of their job satisfaction in the university system.
2. Librarians' level of motivation was equally very high judging by the average mean score of 3.27 on the scale of 4. Intrinsic motivation appears to have higher average mean score of 3.36 than extrinsic motivation that has the average mean of 3.27. They attributed this to higher degree qualifications coupled with their job skills as well as their work experience. These boosted their level of productivity in the university library.
3. Challenging issues facing university librarians' job satisfaction and productivity was very high judging by the average mean score of 3.02 on the scale of 4. They attributed these to non-payment of similar

allowances payable to other academic staff as well as lack of adequate recognition and marginalization of librarians by the university authorities.

Conclusion

The study had succeeded in disabusing the earlier submission of low level motivation and job satisfaction of library personnel judging from its findings. It was directed towards librarians' welfare and personal issues such as employee motivation and job satisfaction of librarians in the public universities in Nigeria. The study established that employee motivation was positively correlated with job satisfaction of librarians in the Nigerian public university libraries.

Besides, the study confirmed the assertion that motivation enhances job satisfaction and productivity of workers in any organization especially in the public university libraries as a job satisfied librarian is a happy and productive librarian. Therefore, in the public university institutions, the welfare of librarians should be taken seriously. They should be adequately and fairly motivated so as to enable them discharge their duties effectively. It is expedient for the university authorities to seek and put in place those motivating factors that would enhance job satisfaction and productivity of workers in the university community. Hence, the findings and recommendations that emanated from this study would be relevant to our local needs in Nigeria.

Recommendations

Based on the findings and challenges that were revealed in this study, the following recommendations are hereby proffered as the way forward:

1. Lower level of career advancement opportunities when compared with employee recognition job satisfaction factor, suggests that librarians may lack adequate sponsorship to attend international conferences. The researcher recommends that the university authorities should allocate reasonable fund in her annual budget mainly for sponsoring librarians to attend both local and international conferences, seminars, and workshops in order to equip them to effectively discharge their professional duties.

2. The study revealed decrease in paper publications among librarians and other faculty members in the last two years. This was attributed to general observation that most Nigerian public university libraries were stocked with irrelevant, old and obsolete resources that could not be used for any meaningful research work. It is therefore imperative for the university libraries in Nigeria to be stocked with current and relevant educational resources that would boost high class research works.

3. Lower level of extrinsic motivation when compared with intrinsic motivation, suggests that librarians may lack some physiological needs. This was attributed to lack of conducive work environment in most Nigerian public university libraries. The university authorities should provide librarians with a befitting and conducive work environment; their offices should be well furnished with modern day equipment and working tools that would facilitate information service delivery to various information seekers.

4. The study equally revealed that job satisfaction and motivation of librarians in most Nigerian public university libraries were been challenged by non-payment of similar allowances payable to other academic staff as well as inadequate employee recognition and marginalization of librarians by the university authorities. The university authorities should mete out equal treatment to every academic staff and none should be marginalized nor given higher priority over the others. In other words, no academic staff should be treated as a core staff or regarded as a very important personality (VIP) over the others. Hence, they should be paid equal salaries and allowances in line with the government approved salary structures. Also, librarians should be given adequate recognition as custodians and managers of information resources needed in supporting the curricula of each academic programme in the university system.

Contribution to knowledge

The centrality of the findings of this study established the link between employee motivation, emotional intelligence and human capital development with job satisfaction and productivity of librarians in public university libraries in Nigeria.

The study provides detailed information on those employees' motivation and job satisfaction factors that would boost the productivity of librarians in the university community. Also, it would enable the university authorities to effectively meet the basic needs of her workforce especially librarians and thereby help in retaining the experienced workforce in the university libraries.

The findings of this study confirmed the dearth of research in investigating the relationships between welfare and personal issues such as employee motivation, emotional intelligence and human capital development on one side and job satisfaction and productivity on the other side. Thus, this study has created a platform through which the existed gap has been filled and a bedrock through which future research could be based.

Suggestions for further studies

The present study focused on the employee motivation as correlates of librarians' job satisfaction in public University libraries in Nigeria. The study surveyed all the public universities in North-Central, North-West, South-East and South-West geopolitical zones in Nigeria. Therefore, the following areas of study are suggested for further research:

1. An investigation on how librarians in the Public Universities in North-East and South-South geopolitical zones of Nigeria perceive the factors identified in this study in relationship to their job satisfaction and productivity.

2. A study on how librarians in the Private Universities in Nigeria perceive the factors identified in this study in relationship to their job satisfaction and productivity.

3. A study on how librarians in other Tertiary Institutions in Nigeria perceive the factors identified in this study in relationship to their job satisfaction and productivity.

4. A study on how the perceptions of librarians in the Public Universities in Nigeria compare with those of the librarians in Private Universities.

5. It is important to further investigate into the various ways of motivating workers, so that the strategies that motivate workers most could be determined by various employers of labour and applied.

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